

STRATEGIES

This chapter describes strategies for enhancing Eugene’s parks, open space, recreation facilities, and programs. These were developed based on the Community Needs Assessment findings, which included a comprehensive analysis of programs, parks and open space, and finances. Background documents are available from the Parks and Open Space Division.

The strategies are divided into the following categories:

- Recreation Programs;
- Parks;
- Community Facilities;
- Natural Areas;
- Access and Connectivity;
- Renovation/Restoration;
- Maintenance;
- Resource Development; and
- Management.

Each category includes a list of strategies that will be implemented to achieve Eugene’s vision for the future:

We envision an interconnected and accessible system of vibrant public spaces, friendly neighborhood parks, thriving natural areas and diverse recreation programs and opportunities that make our city a healthy, active, and beautiful place to live, work, and play.

Strategies for parkland are based on a set of local standards that was developed in conjunction with the Mayor’s Advisory Committee to help achieve the goals that were identified and presented in Chapter 2. These standards are expressed in terms of acres per 1,000 population. In Eugene, the desired standard for total park land is 20 acres per 1000 residents. Park types each have their own standards as well. For example, neighborhood parks have a standard of 1.7 acres per 1,000 residents.

Some of the strategies are designed to meet the recreation needs of under-served areas that currently do not have access to neighborhood or community parks. For neighborhood parks, an area is considered under-served if there is no adequately developed park within a ½ mile radius. Barriers such as major streets, railways, and rivers were taken into consideration. For community parks, areas that



*Our vision is to make
Eugene a healthy,
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do not have a park located within a 2-mile radius were considered under-served.

All strategies reflect the City's commitment to sustainable development. They are intended to not only foster environmental awareness and understanding, but to build community stewardship as well. Further, they are designed to preserve and protect Eugene's valuable natural resources for generations to come.

It should be noted that many of the strategies identified reflect current practices and policies of the City of Eugene. They have been included to provide a comprehensive set of strategies for the future.

A. Recreation Programs

A-1. Continue to serve as the primary provider of recreation services in the area while striving to increase partnerships.

A-2. Provide diverse, community-driven recreation services that:

- Provide opportunities to enjoy nature and the outdoors;
- Are inclusive, accessible, and affordable;
- Engage diverse community members;
- Promote human understanding and a sense of community through cultural and recreational opportunities;
- Build environmental stewardship;
- Promote lifelong human development through recreation opportunities;
- Support and enhance health and wellness;
- Support youth development; and
- Support the well-being of seniors and persons with disabilities.



*Provide diverse,
community-driven
recreation services*



- A-3. Establish a delivery system that provides equal access to recreation services for all residents through a variety of community facilities, including:
- Community centers;
 - Aquatic facilities;
 - Special facilities;
 - Eugene Public Library;
 - Athletic fields, courts, and indoor facilities;
 - Schools; and
 - Facilities provided by private and commercial organizations and partner agencies.
- A-4. Provide services to all residents within the following core program areas:
- Seniors;
 - Youth & Family;
 - Outdoor/Environmental;
 - Adaptive Recreation;
 - Athletics;
 - Aquatics;
 - Hult Center/Cuthbert; and
 - Volunteer Programs.
- A-5. In the short term, increase programming in those areas that do not require significant capital improvements, such as youth and family programs, special events, outdoor programs, and community garden programs.
- A-6. Provide drop-in activities that respond to residents' active, busy lifestyles.
- A-7. Provide more special events, such as concerts in the parks or festivals.
- A-8. Be adaptable to the changing needs of the community and identify and develop new programs as these needs change.



Establish a delivery system that provides equal access to recreation services for all residents

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- A-9. Continually evaluate existing programs regarding changing community needs, attendance, and achievement of program outcomes. Adjust services to meet community needs on a periodic basis.
- A-10. Use community surveys and similar techniques to determine changing recreation interests and program demand. The 2003 survey showed interest in the following program areas:
- Special events programming, such as concerts in the parks;
 - Competitive and recreational sports;
 - Arts programming, such as performing, visual, and cultural arts programs, classes, and events;
 - Programs focusing on the outdoors and natural environment; and
 - Aquatics.
- A-11. Increase diversity in program participation by:
- Collaborating with people from diverse cultures in planning, designing, and implementing recreation opportunities;
 - Increasing outreach and cultural relevance of public information regarding recreation;
 - Hiring culturally appropriate instructors for classes addressing cultural traditions, e.g., a class in Native American arts should be taught by a Native American;
 - Highlighting diversity in the Recreation Program Guide; and
 - Developing strong cultural diversity programming in at least one neighborhood community center.
- A-12. Offer more intergenerational activities and programs in addition to more traditional age-group oriented programming.



Seniors

- A-13. Adapt programs for seniors and adults (50+) in response to changing demographics. The 55 to 64 year old age group is expected to experience one of the greatest increases in the coming years as the leading edge of the baby boomer generation enters this age category.



- A-14. Provide more active recreation programs and activities for seniors and older adults, such as fitness classes, volunteer opportunities and outdoor activities, to reflect changing demographics and trends.
- A-15. Continue partnering with senior service agencies to develop a senior development strategy for the community.
- A-16. Increase outreach to community groups and other organizations that support seniors, such as assisted-living facilities and faith groups.



The number of older adults is increasing as baby boomers age

Youth & Family

- A-17. Continue to expand youth development opportunities, especially opportunities lost due to cuts in education, non-school programs, and teen programs.
- A-18. Increase recreation services to teenagers (ages 14-19) and middle school youth (ages 11-13).
- A-19. Develop a comprehensive strategy for fostering youth development during out-of-school times, such as mornings, afternoons, and school vacations. This effort can build on the current successful collaboration between LRCS and its community partners.
- A-20. Continue the asset development approach to program delivery.
- A-21. Partner with local school districts to provide community service and mentoring opportunities for high school students.

Outdoor/Environmental Programs

- A-22. Expand collaboration between LRCS and Parks and Open Space (POS) to provide and expand outdoor and environmental programs.
- A-23. Explore partnerships to expand outdoor recreation activities and programs that promote environmental awareness, volunteerism, and stewardship, including options that are affordable.
- A-24. Develop walking programs and activities such as "First Saturday Park Walks," naturalist hikes, or a kid's scavenger hunt program to encourage movement and exercise, especially for youth, and to increase awareness of Eugene's parks and natural areas.



Adaptive Recreation

- A-25. Continue providing a wide range of specialized services for people with disabilities and expanding inclusion efforts.
- A-26. Evaluate the feasibility of Eugene becoming a regional provider of adaptive recreation services, through agreements with other similar agencies. The City of Eugene is known for its excellence in inclusive and specialized programming and can provide support to other agencies in the region.
- A-27. Create a fund for inclusion support to provide sign language interpreters, recreation aides, etc., to provide inclusion assistance for people with disabilities.

Athletics

- A-28. Manage facilities to promote better coordination and a streamlined reservation process.
- A-29. Expand low- and no-cost activities, such as drop-in activities and open gyms.
- A-30. Expand adult sports to meet community needs and to help achieve the goal of being self-supporting.
- A-31. Continue offering opportunities for team athletics at multiple skill levels.



Aquatics

- A-32. Increase active senior aquatics programs.
- A-33. Continue providing quality aquatics programs, including water safety programs, land-based fitness, public swim opportunities, and competitive aquatics.
- A-34. Partner with schools to provide learn-to-swim and other physical education programs.

Hult Center/Cuthbert

- A-35. Partner with private businesses and event promoters to bring additional programming to the Cuthbert Amphitheater.
- A-36. Increase affordability of cultural opportunities.
- A-37. Partner/collaborate with resident companies and other cultural venues to provide cultural opportunities.
- A-38. Adapt facilities to provide opportunities for small-scale, community-oriented events.



Volunteer Programs

- A-39. Expand volunteer programs that promote park and open space stewardship.
- A-40. Provide additional staffing and support to expand the volunteer programs, such as a volunteer coordinator position within Recreation Services.

Program Fees

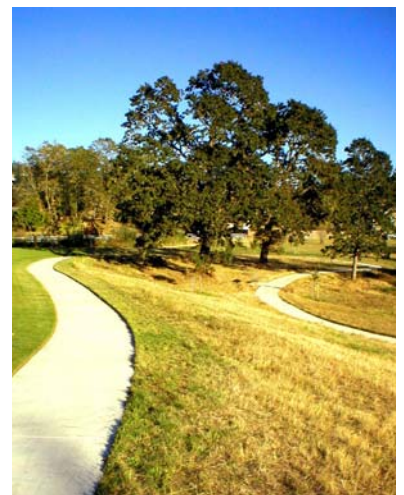
- A-41. Continue to evaluate the success of each core program area in meeting revenue targets.
- A-42. Periodically reevaluate revenue targets.
- A-43. Evaluate opportunities to produce revenues in excess of expenditures in appropriate areas to help fund other programs.
- A-44. Offer programs at a range of costs (free, low-cost, etc.) and implement strategies to ensure program affordability, while meeting financial goals.
- A-45. Ensure that low-income residents have access to programs by improving and expanding the scholarship fund or by providing a sliding fee scale.

Youth Employment

- A-46. Increase community awareness about City employment opportunities for youth of all abilities.
- A-47. Continue to develop the City of Eugene's role in providing job training and work experience for youth in the community.

B. Parks

- B-1. Provide a total of 20 acres of parkland per 1,000 residents based on standards developed for the seven park classifications, including:
- Neighborhood parks;
 - Community parks;
 - Urban plazas;
 - Natural area parks;
 - Metropolitan parks;
 - Linear parks/greenways; and
 - Special use facilities.



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Ensure the equitable distribution of parks, recreation, and open space areas throughout Eugene

- B-2. Ensure the equitable distribution of parks, recreation, and open space areas throughout Eugene.
- B-3. Balance the need to provide new parks and facilities with the need to protect and preserve public investment in existing parks and facilities.
- B-4. Accept donations of land, facilities, or amenities if they meet the goals and intent of the PROS Comprehensive Plan or can be exchanged or sold to benefit the public.
- B-5. Explore the possibility of acquiring and restoring degraded lands and resources within the City as a source of parkland for both active parks and natural area parks.
- B-6. Develop more accessible rental facilities, such as meeting spaces, wedding sites, and reservable picnic areas, which can generate revenue and provide an important service to the community.
- B-7. Prepare master plans for parkland and facilities prior to development, major improvement, or renovation to promote cohesive, quality design and to ensure plans are consistent with community needs.
- B-8. Evaluate and communicate impacts to park and facility operations when acquiring and developing new parks and facilities.
- B-9. Evaluate maintenance and operational costs for capital projects during the planning and public involvement phases.
- B-10. Design new parks and facilities for efficient maintenance by developing maintenance management plans prior to construction and involving maintenance and program staff in the design process.
- B-11. Incorporate natural areas into new parks to achieve multiple public goals for habitat enhancement, environmental education, and reduction in maintenance costs.
- B-12. Incorporate sustainability standards and best management practices into planning and design of new parks as part of a comprehensive sustainability strategy for parks, recreation, and open space services.



Neighborhood Parks

- B-13. Equitably distribute neighborhood park service throughout the City. Develop capital improvement plans and schedules aimed at addressing current deficiencies.
- B-14. Provide neighborhood parks within a ½ mile of most residents for convenient and safe walking access. Take into consideration major streets, railways, topography, and rivers, which can pose additional barriers to safe and convenient park access for pedestrians.
- B-15. Evaluate the feasibility of providing neighborhood parks within a ¼ mile of residents in higher-density, mixed-use development areas.
- B-16. Provide 1.7 acres of neighborhood parkland per 1,000 residents.
- B-17. Evaluate transportation barriers affecting the ability of parks to serve neighbors effectively. Develop strategies, such as providing sidewalks, bike paths, bike lanes, bridges, etc., for increasing accessibility to maximize the number of residents served by each park and open space area.
- B-18. Establish 4 acres as the preferred minimum size for a neighborhood park. Consider smaller sizes only if an area is under-served and land or development constraints make a larger site unfeasible.
- B-19. A neighborhood park should include the following basic amenities:
 - Children's play equipment;
 - Outdoor basketball court;
 - Unprogrammed play space;
 - Accessible pathways;
 - Drinking fountain;
 - Picnic tables and benches;
 - Trash receptacles; and
 - Power and water supply.
- B-20. Consider providing portable toilets in neighborhood parks when needed to support programs or special events. Provide locations for siting and screening portable toilets.



Provide 1.7 acres of neighborhood parkland per 1,000 residents

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- B-21. To serve currently under-served areas, consider acquiring land, developing existing land, or improving access to existing neighborhood parks.
- B-22. Seek partnership agreements to ensure public access to private, non-profit, and school facilities, such as elementary school grounds, to meet the needs of under-served areas.
- B-23. Include neighborhood park amenities within other park types, such as linear parks, to expand opportunities to meet community needs. Target areas currently under-served by neighborhood parks for these amenities.
- B-24. Coordinate long range planning of neighborhood parks with Eugene School District 4J and Bethel School District 52, particularly with regard to school consolidations, land disposal, or new school developments, as school facilities often function as focal points for neighborhood recreation.

Urban Plazas

- B-25. Develop urban plazas to provide social and recreational opportunities in urban settings, such as downtown commercial districts, mixed-use commercial, and mixed-use neighborhood developments.
- B-26. Provide urban plazas as part of the overall standard of 6.8 acres per 1,000 residents (including metropolitan parks, special use facilities, urban plazas, and linear parks) to allow maximum flexibility in responding to community needs and acquisition opportunities.
- B-27. Partner with private developers for development of urban plazas and other urban open space, such as rooftop gardens and courtyards, to meet the open space needs of residents in higher density development.

Community Parks

- B-28. Provide a convenient system of community parks that provides active and passive recreational opportunities for all City residents and accommodates large group activities.
- B-29. Provide community parks within 2 miles of most residents.
- B-30. Provide 1.5 acres of community parkland per 1,000 residents, at a minimum size of 40 acres.



- B-31. Include the following facilities in each community park:
- Neighborhood park components, including children's play areas, basketball courts, open play area, etc.
 - Reservable picnic areas;
 - Performance and gathering space;
 - Restrooms;
 - Soccer and softball/baseball fields;
 - Paved pathways and trails;
 - Natural areas; and
 - Off-street parking, transit access and bike parking.
- B-32. Recognize that community parks have traditionally been the sole locations for active recreation facilities within Eugene, and as such, must be adequate in size and scale to support a wide-range of community needs for cultural events, athletics, aquatics, and community gathering.
- B-33. Work with the River Road Park and Recreation District in long-range planning to continue to meet community park needs in this area.
- B-34. Offer opportunities for other recreation features where appropriate, such as tennis courts, disc golf, jogging trails, skate parks, and off-leash dog areas.

Metropolitan Parks

- B-35. Maintain metropolitan parks to preserve unique cultural and natural areas or to provide features, facilities, and events that attract users from the entire Eugene-Springfield metropolitan area.
- B-36. Provide metropolitan parks as part of the overall standard of 6.8 acres per 1,000 residents (including metropolitan parks, special use facilities, urban plazas, and linear parks) to allow maximum flexibility in responding to community needs and acquisition opportunities.
- B-37. Review opportunities to provide additional metropolitan parks, especially if parcels are contiguous with existing sites.



Provide a convenient system of community parks that provides active and passive recreational opportunities for all city residents

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*Connect schools,
parks, and other
community
destinations with
linear parks*

Linear Parks/Greenways

- B-38. Provide linear parks as part of the overall standard of 6.8 acres per 1,000 residents (including metropolitan parks, special use facilities, urban plazas, and linear parks) to allow maximum flexibility in responding to community needs and acquisition opportunities.
- B-39. Explore partnerships with agencies that own rights-of-way, such as Lane County, Oregon Department of Transportation, Lane Transit District, Bonneville Power Administration, Eugene Water and Electric Board, Army Corps of Engineers, and the railroads to develop and maintain additional linear parks.
- B-40. Acquire property or obtain access easements from private property owners to fill missing links and improve connectivity.
- B-41. Coordinate with the City's bicycle program to ensure that planning efforts are complementary.
- B-42. Connect schools, parks, and other community destinations with linear parks, bikeways, and trails where feasible.
- B-43. Develop planning and design guidelines to address issues such as privacy and public safety when planning and developing linear parks and pathways.

C. Community Facilities

- C-1. Utilize the standards analysis for community facilities as a guideline for meeting recreation facility needs. This is included in the Community Needs Assessment.
- C-2. Develop and maintain partnerships to increase access to recreation facilities owned or managed by others.
- C-3. Develop facility resources for drop-in recreation activities.
- C-4. Explore partnerships with other public service providers, such as Lane Transit District, the Eugene Water & Electric Board, ODOT, colleges and universities, and the school districts, to locate recreation facilities (e.g., providing tennis or basketball courts on top of covered reservoirs, building playgrounds adjacent to trails in rights-of-way owned by others, etc.).
- C-5. Explore partnerships with the University of Oregon, Lane Community College, and other educational institutions for public use of recreation facilities, such as running tracks, weight facilities, and swimming pools.



- C-6. Support the Lane County Fairgrounds as a community event venue and work with the County to promote community recreation use of the Fairgrounds during non-event times.

Aquatic Facilities

- C-7. Provide an aquatic facility within each planning area.
- C-8. Consider both indoor and outdoor swimming opportunities when developing new aquatic facilities, as well as other diverse recreation opportunities that could draw attendance and generate revenue, such as spray features, water play attractions, fitness equipment, rental facilities, and facilities to support competitive swimming.
- C-9. Develop a master plan and a financial feasibility study for new aquatic facilities.
- C-10. Upgrade existing aquatic facilities to meet community needs.
- C-11. Develop a plan to decommission existing wading pools to meet state standards. Where appropriate, replace wading pools with water or spray play elements.



Community Centers

- C-12. Provide at least one multi-use community center within each planning area to create a system of neighborhood-based community centers. New centers should be a minimum of 40,000 square feet.
- C-13. Strive to build multi-use facilities with flexible, adaptable programming space whenever feasible, rather than single purpose buildings, such as senior or youth centers.
- C-14. Include gymnasiums in any multi-use community centers developed in the future.
- C-15. Develop a financial feasibility study for any new community centers.
- C-16. Upgrade existing community centers to meet community needs.

Fields and Indoor Sports Facilities

- C-17. Work with partner agencies, especially schools, to help meet demand for indoor and outdoor sports facilities. Develop and maintain inventories and evaluations of shared sports facilities.
- C-18. Design sports fields to accommodate related field sports, such as soccer, lacrosse, ultimate Frisbee, and rugby.

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*Continue partnering
with the school
districts to ensure
community access to
school gymnasiums*



- C-19. Evaluate the potential to increase community use of softball/baseball fields at school sites. Recognize that improvements likely are needed for increasing play at these sites.
- C-20. Evaluate the potential to increase community use of sports fields at school sites. Recognize that improvements likely are needed for increasing play at these sites.
- C-21. Provide all-weather field surfaces and outdoor lighting to expand usability and playing seasons in community parks, special use facilities, or in shared school/park facilities if appropriate. Consider lighting impacts to nearby residences when developing plans for these facilities.
- C-22. Consider designing sports fields in complexes to facilitate tournament play as well as league play and to realize maintenance and programming efficiencies.
- C-23. Continue partnering with the school districts to ensure community access to school gymnasiums.
- C-24. Work with cooperative partners to increase gymnasium space for City programs.
- C-25. Develop a financial feasibility study and site master plan for the Laurelwood Golf Course to create an economically sustainable facility.
- C-26. Develop at least one major sports complex that can accommodate adult play.

Other Recreation Facilities

- C-27. Develop partnerships with gardening and horticultural clubs, such as the Master Gardeners, the Hardy Plant Society, the Native Plant Society, and the Rhododendron and Rose Societies, to enhance existing gardens and to provide additional botanical gardens.
- C-28. Provide an environmental education center to serve as a community hub for environmental programs, nature programs events, and meeting space.
- C-29. Develop amenities to support passive recreation such as bird watching, nature walks, and wildlife viewing. These amenities may include trails, boardwalks, benches, and viewing blinds. Amenity development should be balanced with the need to protect natural resources.



- C-30. Develop amenities to promote canoeing, kayaking, rafting, drift boating, and river surfing on the Willamette River and other appropriate waterways.
- C-31. Continue monitoring trends in recreation, providing opportunities for community input, and working with other private and public organizations to address emerging program needs and new trends, such as specialized bike riding facilities and river water sports.
- C-32. Provide a minimum of one of each of the following facilities in each planning area:
- Off-leash dog area;
 - Community garden sites (2 per planning area where feasible);
 - Neighborhood-scale skate park;
 - Community-scale skate park;
 - Sand volleyball courts;
 - Disc golf; and
 - Spray park or water play element.
- C-33. Consider lighting or covered structures to extend the use of outdoor facilities, such as skate parks, basketball courts, and children's play areas, where appropriate.

D. Natural Areas

- D-1. Promote connectivity between natural areas and other recreation facilities and community destinations through acquisition and trail development whenever feasible. Work with appropriate governing jurisdictions, such as Lane County, to explore feasibility of trail connections between natural areas, recreation facilities, and community destinations on lands outside Eugene's urban growth boundary.
- D-2. Protect and enhance a variety of habitat types within Eugene's park and open space system, including oak savanna, wetlands, riparian areas, grassland prairies, forests, and working landscapes such as farm and forest land.





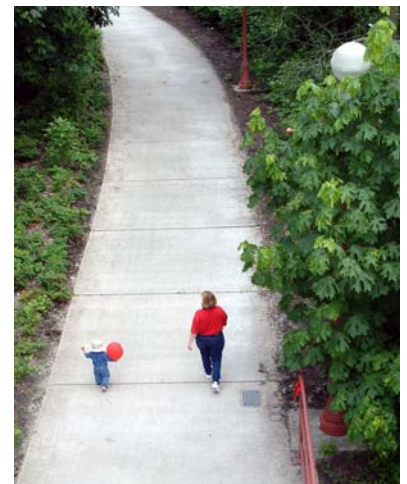
*Protect, conserve,
and enhance rivers,
waterways, wetlands
and associated
floodplains*

- D-3. Develop priorities for natural area acquisitions according to the following natural resource criteria: size; habitat diversity; rare plant and animal species and communities; potential for minor enhancement or significant restoration; presence of aquatic habitat, such as wetlands, creeks, ponds, or rivers; sites that are contiguous to other open spaces to create connectivity; and presence and extent of invasive species.
- D-4. Prioritize natural resource acquisitions using criteria beyond natural resources to include opportunities for recreation education and protection of important visual resources.
- D-5. Improve the geographic distribution of natural open space to provide natural open space parkland in currently under-served areas.
- D-6. Continue to acquire open space to expand the Ridgeline Trail open space system. Work with the appropriate governing jurisdictions, such as Lane County, to explore feasibility for Ridgeline Trail connections on lands outside Eugene's urban growth boundary.
- D-7. Protect, conserve, and enhance rivers, waterways, wetlands and associated floodplains for their habitat, flood protection, water quality, recreation, and scenic values.
- D-8. Coordinate with property owners and partner agencies to implement the Rivers to Ridges plan and support conservation of nearby key regional natural resource areas, such as farmland, sites identified in the Metropolitan Natural Resources Study, West Eugene Wetlands sites, and the confluence of the McKenzie and Willamette Rivers.
- D-9. Assess the possibility of converting underutilized areas within developed parks to natural areas to provide higher habitat values for a broad range of public benefits.
- D-10. Develop and maintain an interested parties list for natural resource issues related to parks, recreation, and open space, and schedule periodic workshops for feedback on issues, programs, and improvements.
- D-11. Develop an outreach program with the goal of diversifying the natural resources interested parties list to include more representation from minority groups, women, and people from diverse socioeconomic backgrounds.



E. Access and Connectivity

- E-1. Conduct access and connectivity studies of parks, recreation, and open space facilities to identify existing barriers for people with and without disabilities.
- E-2. Continue implementing the ADA Transition Plan for facilities, and develop and implement a Transition Plan for the parks and open space system.
- E-3. Increase recreational trails to provide a safe trail network that links neighborhoods, parks, natural open space, schools, recreation sites and other key community attractions. Consider the following:
 - Improve accessible pedestrian trail opportunities in existing and future parks;
 - Provide 10 to 26 miles of additional multi-use trails;
 - Provide approximately 7 additional miles of mountain bike trails, including a possible extension of the ridgeline mountain bike trail that accommodates varying degrees of skill and styles of riding; and
 - Provide soft-surface trails to serve Willow Creek, River Road, City Center, and Bethel residents.
- E-4. Improve trail accessibility to key natural areas, including Spencer Butte, Hendricks Park Forest, and the West Eugene Wetlands areas, and provide maps, public information, and signage that highlight accessibility information.
- E-5. Provide additional trail support facilities, such as trailheads and trail signs, where appropriate, to facilitate trail use. Incorporate accessibility, mileage, and challenge level information. Upgrade existing trail support facilities as needed.
- E-6. Develop site management plans for significant natural areas that specify trail locations and construction techniques that minimize impacts to the resource.
- E-7. Evaluate unofficial trails. Upgrade these trails to meet pedestrian trail specifications or close them to use.
- E-8. Expand mountain biking opportunities with additional trails or shared use trails. Address community interests in free-riding bicycle areas.
- E-9. Develop a partnership with LTD to improve use of transit by program participants, park visitors, and facility users.



Increase recreational trails to provide a safe trail network that links neighborhoods, parks, natural open space, schools, recreation sites and other key community attractions

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*Provide additional
trail access to
ridgeline sites*

- E-10. Consider transportation requirements when planning and designing parks and recreation facilities, and coordinate transportation improvements with other City divisions and other agencies, such as ODOT, Lane County, and LTD.
- E-11. Ensure safe crossings of busy streets to improve access to parks and promote use of bike and pedestrian transportation.
- E-12. Partner with EWEB, ODOT, LTD, and others to use public easements throughout the City as potential pedestrian corridors.
- E-13. Provide more access to the Willamette River for water-related recreation and trail uses.
- E-14. Develop programs and facilities for water trails and water trail activities.
- E-15. Provide additional trail access to ridgeline sites, both to improve neighborhood access and to support community-wide use.
- E-16. Coordinate with other agencies and providers to encourage the development of a regional trail system linking Eugene/Springfield with Fern Ridge Reservoir, the coast, the Cascades, and the Willamette and McKenzie Rivers. Provide bicycle and pedestrian access through agricultural areas in the Willow Creek, Bethel/Danebo, and Santa Clara planning areas of Eugene.
- E-17. Provide hiking and bicycle trail maps to facilitate trail use. Highlight accessibility information and provide maps in alternative formats whenever appropriate.
- E-18. Improve security of trails. Consider methods such as:
 - Lighting where appropriate;
 - User education and stewardship programs;
 - Community events and activities to increase visibility and use;
 - Increased maintenance to provide additional human presence on the trails to discourage crime; and
 - Additional security or volunteer patrol of trail systems, including staffed facilities or park hosts in remote areas.
- E-19. Increase collection of data on the use of trails.



F. Renovation/Restoration

- F-1. Develop or update park designs or master plans before making significant improvements to a site.
- F-2. Continue standardizing and upgrading park site furnishings for ease of maintenance.
- F-3. Make needed safety and ADA accessibility improvements when renovating existing parks and recreation facilities.
- F-4. When renovating existing parks, add facilities that expand recreation opportunities, such as reservable picnic areas, skateparks, dog parks, basketball courts, sand volleyball courts, rental facilities, fishing access, and sports fields, as appropriate.
- F-5. When renovating parks, develop accessible pedestrian trails and multiuse trails, where appropriate.
- F-6. Develop restoration plans for natural area parks and significant natural areas within community, metropolitan, and linear parks.
- F-7. Develop trail restoration plans for the Ridgeline Trail.
- F-8. Incorporate restoration costs within acquisition budgets to address invasive species issues and impacted sites.
- F-9. Monitor natural area restoration projects to evaluate success of the restoration effort and to meet any applicable regulatory requirements.
- F-10. Upgrade existing community facilities, including aquatic centers, community centers, and special use facilities, to meet current needs, address accessibility issues, and maximize maintenance and operations efficiencies.
- F-11. When renovating swimming pools, consider indoor and outdoor swimming opportunities, environmentally friendly chlorine-free filtration systems, and attractions that meet community needs and increase revenues.
- F-12. When renovating indoor recreation facilities, add features that improve accessibility, function, recreation opportunity, and programming potential.



When renovating existing parks, add facilities that expand recreation opportunities

- F-13. Develop a budget and schedule for system-wide renovation programs for critical recreation components, including:
- Children's play areas;
 - Skateparks;
 - Sport fields and courts; and
 - General park development features, such as lights, benches, picnic tables, walkways, and parking areas.
- F-14. Inventory existing amenities and practices according to standards established in comprehensive sustainability strategy.
- F-15. Incorporate sustainability standards and best management practices into renovation/restoration of existing parks, including use of environmental design principles, sustainable building materials and best construction practices.

G. Maintenance



- G-1. Establish data on the cost of maintenance and compare varying maintenance methods that serve the same function for cost effectiveness, safety and environmental impacts. Identify a standardized procedure and minimum per unit maintenance budget based on that data. Use maintenance figure as a guideline for budgeting and forecasting operations impacts when new parks and facilities are brought on-line. Maintenance unit costs should be established and periodically reviewed for the following:
- General park development;
 - Natural areas;
 - Trails;
 - Recreation amenities; and
 - Special use facilities, such as community centers and aquatic facilities.
- G-2. Develop resource management plans for existing and new parks and evaluate operational impacts and feasibility prior to construction.
- G-3. Allocate an average minimum maintenance cost per acre annually for maintenance. Increase maintenance funds using this guideline as new parks are added to the City's system.

- G-4. Improve existing natural resource areas by providing resources to improve habitat and eliminate invasive species. Strategies could include partnerships, volunteer coordination, as well as financial resources and maintenance staff time.
- G-5. Develop effective natural resource management plans for significant natural areas, such as oak habitat, riparian areas, and native prairies, to identify management priorities and to guide acquisition, development, and restoration decisions.
- G-6. Establish and meet park maintenance standards.
- G-7. Continue emphasizing public safety and security in the design and operations of City parks, natural areas, and facilities.
- G-8. Design parks with maintenance in mind and with the involvement of maintenance staff. Incorporate labor-saving elements, such as mow strips, in park design.
- G-9. Continue to install computer controlled irrigation systems to save water and increase water efficiency. These should be phased in to parks with substandard irrigation systems and used in new construction with permanent irrigation.
- G-10. Evaluate the need for mowed and irrigated turf when designing new parks or renovating existing ones to efficiently utilize maintenance resources.
- G-11. Retain, replace, and introduce native plants wherever appropriate.
- G-12. Increase cross-training of staff and provide staff career development opportunities.
- G-13. Implement maintenance techniques that maintain and enhance natural resources and minimize disturbance to natural vegetation and critical wildlife habitats.
- G-14. Use sustainable best management practices for parks maintenance and provide for staff development in these areas.
- G-15. Continue to emphasize integrated pest management (IPM) techniques and encourage staff development in IPM techniques.
- G-16. Implement stormwater best management practices to assist in meeting State and Federal water-quality standards and Endangered Species Act requirements.
- G-17. Continue facilitating and encouraging the formation of adopt-a-park groups for each park and facility.



Continue facilitating and encouraging the formation of adopt-a-park groups for each park and facility



- G-18. Provide a routine preventive maintenance program for all parks, facilities, equipment, vehicles, and other assets.
- G-19. Regularly assess long-term maintenance, repair, and replacement needs for all parks, facilities, and equipment.
- G-20. Develop athletic facilities within larger complexes rather than as single fields to increase maintenance and programming efficiency.
- G-21. Provide public information to educate the community about parks maintenance issues and benefits, such as invasive species, vandalism, play area safety, native plants, etc. Partner with neighborhood associations.

H. Resource Development

Financial Resources

- H-1. Exercise fiscal responsibility in all acquisitions and expenditures.
- H-2. Develop a program to maximize donations, grants, and partnerships to increase the resources available for parks and recreation. Develop gift catalogs for key parks, recreation, and open space facilities and programs.
- H-3. Consider voter-approved initiatives, such as bonds and serial levies, to finance improvements.
- H-4. Maintain and enhance general fund support of parks, recreation programs, and maintenance.
- H-5. Periodically evaluate the City's park System Development Charges (SDCs) to ensure that the rates are providing adequate funding to enhance the park system capacity as the City grows.
- H-6. Strive to reduce dependency on short-term serial levies and to increase the long-term stability of recreation program financing.
- H-7. Consider more revenue-generating programs to increase recreation program funding and provide more subsidized program services.
- H-8. Create an "Opportunity Fund" to act on future opportunities to save natural areas or acquire parkland as it becomes available.
- H-9. Assist the Eugene Parks Foundation.
- H-10. Continue the 1% for art program.



*Maximize donations,
grants and partnerships
to increase the
resources available for
parks and recreation*

- H-11. Study the feasibility of a metropolitan area entertainment tax.
- H-12. Pursue local business sponsors to subsidize fees for high-cost programs, such as through an “Adopt-a-Program” effort.
- H-13. Evaluate opportunities for sponsorships to provide low- or no-cost developmental youth programs.

Partnerships

- H-14. Improve partnerships with River Road Parks and Recreation District, School Districts 4J and 52, Lane Transit District, EWEB, Willamalane Parks & Recreation District, Lane County Parks and other public agencies to improve services and maximize efficiency.
- H-15. Continue cultivating positive, strong relationships with current partners.
- H-16. Partner with businesses to provide services and amenities, such as vendors in parks.
- H-17. Pursue and maintain effective partnerships with public, private, and non-profit organizations to acquire, develop, and maintain parks, open space, and recreation facilities.
- H-18. Consider partnerships for joint facility development and maintenance for community centers, athletic fields, and other needed major facilities.
- H-19. Formalize all partnerships through written agreements that specify responsibilities, financial and other terms, including provisions for how to transition or end partnerships.
- H-20. Evaluate partnerships to review their effectiveness and to identify areas for improvement. Ensure that liability is defined.
- H-21. Continue supporting and building the effective West Eugene Wetlands partnership programs.
- H-22. Continue participating in regional open space efforts with Rivers to Ridges partner agencies.
- H-23. Consider partnering with public agencies such as EWEB to enhance all parks with features that support the functions of our regional watershed.



*Develop additional
volunteer
opportunities for
youth*

Volunteer Programs

- H-24. Continue emphasizing community involvement and volunteerism to involve individuals, groups, and businesses in the planning, design, maintenance, operation, and programming of parks and recreation facilities.
- H-25. Further develop a coordinated volunteer recruitment, training, and recognition program.
- H-26. Develop additional volunteer opportunities for youth and expand recruitment of youth volunteers by attending school community service days.
- H-27. Consider establishing a volunteer patrol program where adults volunteer to be present in parks to deter inappropriate activities and report issues or problems.
- H-28. Increase development of volunteer opportunities for people with disabilities.
- H-29. Continue and expand the park adoption program to promote adoption of all significant parks, recreation, and open space facilities.

I. Management

Administration

- I-1. Improve coordination between the Public Works and Library, Recreation, and Cultural Services (LRCS) Departments and the various divisions within each of the departments.
- I-2. Continue developing a work environment that promotes trust, respect, open communication, and teamwork between all levels of staff.
- I-3. Build effective working relationships throughout the City of Eugene to address common goals with staff in Public Safety, Facilities, Finance, and other divisions within Public Works and LRCS.
- I-4. Regularly evaluate the employment needs of the Public Works and LRCS Departments.
- I-5. Implement interdepartmental staff development and training programs on a wide range of topics, such as customer service, volunteer coordination, natural resource stewardship, diversity, and children and youth issues.



- I-6. Improve diversity and cultural competence of staff. Consider the following actions:
 - Increase bilingual/bicultural staffing to be more reflective of Eugene’s increasing diversity;
 - Increase recruiting of multi-lingual, minority staff for regular positions as well as temporary, seasonal, and youth positions;
 - Create a staff coordinator for minority programs; and
 - Provide more diversity and cultural competence training for staff.
- I-7. Continue developing the definition of diversity and culture to include the widest range of diversity reflected in our community, such as color, religion, ability, education, and economic status.
- I-8. Use a variety of tools to track successes and lessons learned. This will allow for tracking progress and establishing comparative measures with comparable regional cities.
- I-9. Evaluate the potential for service and efficiency improvements of other organizational models, such as a combined Parks, Recreation, and Open Space Department or a Special District.

Planning and Design

- I-10. Provide leadership, management, and expertise for the acquisition, planning, design, and implementation of projects involving parks and open space resources city-wide.
- I-11. Coordinate planning efforts with other City departments and regional agencies, especially in support of the Rivers to Ridges regional vision.
- I-12. Improve coordination of long-range planning efforts with local school districts to ensure the availability and accessibility of play areas, athletic fields, open space, and indoor facilities.
- I-13. Maintain a regional planning approach by coordinating with Oregon State Parks, River Road Park and Recreation District, Willamalane Park and Recreation District, Lane County Parks, and other neighboring jurisdictions.
- I-14. Coordinate planning efforts with Metropolitan General Plan, TransPlan, stormwater and bicycle plans, and other related City planning efforts.
- I-15. Recognize the need to balance the adoption of new planning documents with the adopted Growth Management Goals and the cumulative effect that existing planning documents may



Maintain a regional planning approach

have on the City's ability to fulfill the Growth Management Goals. The PROS Comprehensive Plan does not have an impact on the buildable land inventories. However, future acquisition of additional park land may have an impact on the inventories.

- I-16. Create and implement management plans for significant natural area parks, including the Ridgeline Trail open space system and Morse Ranch.
- I-17. Ensure that park master plans are in place and periodically updated to allow the City to act quickly if unanticipated funding becomes available.
- I-18. Implement park management plans as soon as possible following their development through funding, volunteer projects, or partnerships.
- I-19. Develop a donation policy for use in soliciting and evaluating donations.
- I-20. Implement the Growth Management Study policy aimed at increasing the amount and variety of parks and open space.
- I-21. Coordinate with developers to ensure that new residents will have access to and be adequately served by parks and open space.
- I-22. Work with Lane Transit District, other City Departments and other public agencies to ensure safe and convenient access to parks, open space, and recreation facilities, including access for persons with disabilities, bicycles, pedestrians, and users of public transportation.
- I-23. Work with Lane County and property owners of local gravel mining operations located north of Eugene's urban growth boundary along the Willamette and McKenzie Rivers, to explore the recreation potential of those sites once mining operations are concluded.
- I-24. Acquire parkland and natural open space in advance of need to reduce land acquisition costs and to protect critical resources.
- I-25. Identify and pursue opportunities with willing sellers as the preferred approach when evaluating parkland and natural open space acquisition options. Consider willingness of seller as a key criterion when prioritizing acquisition opportunities.
- I-26. Protect, manage, and restore ridgelines and views of scenic resources and from scenic viewpoints.



Acquire parkland and natural open space in advance of need to reduce land acquisition costs and to protect critical resources

- I-27. Ensure that the City's acquisition program provides a balance of natural areas and developed parks for active recreation consistent with community values.
- I-28. Work with other City agencies to preserve street trees that provide significant neighborhood character, e.g., the River Road area.
- I-29. Implement the ADA transition plan for existing facilities and develop an ADA transition plan for parks.
- I-30. Incorporate natural resource enhancement into plans for park and facility development where appropriate.
- I-31. Use environmentally sustainable park development practices and resource efficient construction techniques.
- I-32. Implement a consistent park signage program for use throughout the system.
- I-33. Minimize the impacts of parks and community facilities on adjacent development, including impacts of noise, traffic, and lights.
- I-34. Explore the feasibility of establishing additional trails in conjunction with public utility and mass transit corridors, as well as along abandoned railway and road rights-of-way.
- I-35. Balance long-term, community-wide interest with the interests of neighborhoods and individuals when planning and designing the City's park, recreation, and open space system.
- I-36. Consider the needs of tourists as well as supporting a vibrant nightlife when planning for the City Central planning sub-area.
- I-37. Assess community needs and update the PROS Comprehensive Plan every five years to respond to changing trends.
- I-38. Co-locate parks with schools, fire stations, and police stations when feasible to enhance security. Monitor the impacts of these facilities on park level of service to ensure there are no reductions in park land.
- I-39. Enhance opportunities for public art in parks, including performance art and temporary art installations.
- I-40. Develop a comprehensive sustainability strategy that is congruent with existing systems/manuals for parks, recreation, and open space management. At minimum, this strategy should include:
 - A definition of sustainability as it relates to PROS services;

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- A set of sustainability standards or “best management practices” for PROS services;
- A series of baseline sustainability indicators and measures which can be used to inventory and assess current practices that meet sustainability standards.



Develop a brand for the City of Eugene that emphasizes the arts, entertainment, and the outdoors to attract residents, businesses and tourism

Public Information and Program Marketing

- I-41. Reference the website, www.eugene-or.gov, in all marketing efforts.
- I-42. Update the Recreation Division website to make it more customer-friendly and to maximize marketing opportunities.
- I-43. Implement on-line registration for recreation activities.
- I-44. Strive to incorporate new technologies that enhance community access to information.
- I-45. Continue emphasizing the benefits and developmental assets provided by programs in marketing materials.
- I-46. Emphasize the sources of information for drop-in and self-initiated activities in the Recreation Program Guide, including natural area-related activities.
- I-47. Seek alternative methods of increasing program awareness, such as community open houses, presentations to neighborhood groups, and booths at community events.
- I-48. Include information about transit routes and alternative transportation routes in recreation Program Guides and event announcements.
- I-49. Continue providing information about accessibility for people with disabilities in all marketing materials.
- I-50. Develop a brand for the City of Eugene that emphasizes the arts, entertainment, and the outdoors to attract residents, businesses and tourism. Conduct a study to determine how to enhance arts and entertainment in Downtown Eugene.
- I-51. Market volunteerism as a recreation activity.
- I-52. Expand collaboration between Recreation Services marketing and Parks and Open Space efforts.
- I-53. Address marketing and outreach needs of both the Parks and Open Space and Recreation Divisions.



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- I-66. Incorporate key messages related to community vision and benefits of parks, recreation and open space in outreach and promotional materials.
- I-67. Support community- and neighborhood-building efforts by continuing to sponsor and participate in events such as grand openings, community service projects, and volunteer recognition events.
- I-68. Track and measure the effectiveness of the public information program on a regular, ongoing basis.
- I-69. Consider developing a park host program to provide continuous staff or volunteer presence in major parks and natural areas.
- I-70. Communicate sustainability strategies and actions to promote public awareness.

Public Involvement

- I-71. Continue involving citizens in park design and development, as well as in program development from the earliest possible stage.
- I-72. Increase innovative strategies to improve citizen involvement in parks and open space planning efforts, such as teleconferences, electronic on-line chat rooms, child care at meetings, and partnerships with schools.
- I-73. Consider the use of advisory committees as a strategy for gathering public input.
- I-74. Develop and administer methods to measure performance of public involvement efforts over time on a regular basis.
- I-75. Identify segments of the community that are under-represented in community discussions and develop new tools to increase their involvement.
- I-76. Develop and maintain stakeholder lists and provide targeted outreach relating to key program and service areas, addressing uses such as:
 - Active recreation;
 - Bicycling, including mountain biking and free riding;
 - Walking/jogging/running paths and hiking trails;
 - Natural resource interpretation and protection;
 - Accessibility for people with disabilities; and
 - Public art and performance space use.



Increase innovative strategies to improve citizen involvement

